



Institutional Strategies Driving Sustainable Green Practices in Resort Industries: Evidence from Negros Oriental, Philippines

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Abstract

This study assessed sustainable green practices implemented by resort establishments in Negros Oriental, Philippines, focusing on energy management, waste management, water conservation, and environmental conservation. A quantitative descriptive-correlational design was employed with 383 respondents, comprising 183 resort guests and 200 employees. Data were collected using a structured questionnaire adapted from Moise et al. (2021), which was pre-tested with 32 customers and obtained a Cronbach's alpha of .966. Frequency, percentage, weighted mean, standard deviation, Spearman's rho, and chi-square tests were used for data analysis. The findings showed that both guests and employees strongly agreed that resorts implemented green practices across all four dimensions. Environmental conservation and waste management received the highest assessments, while selected technology-intensive practices, including solar energy systems, rainwater collection, and sensor-based controls, received comparatively lower assessments. No significant relationships were found between the examined guest and employee characteristics and perceptions of resort green practices. The findings indicated that sustainable practices were more closely associated with institutional and operational systems than with individual respondent characteristics. The study concluded that resorts had established a strong foundation for sustainable operations but needed continued improvement in technological adoption, resource monitoring, and employee participation. The findings provided practical direction for strengthening sustainable resort management in Negros Oriental.

Keywords

sustainable green practices, resort industry, energy management, waste management, water conservation

How to Cite

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Author Contributions

The authors contributed to conceptualization, methodology, investigation, writing—original draft preparation, writing—review and editing, and supervision. The authors approved the final manuscript.

Ethics Statement

This study was conducted in accordance with ethical standards.

INTRODUCTION

The hospitality and resort industry is increasingly expected to balance tourism development with responsible use of natural resources, environmental protection, and customer needs. Green practices now extend beyond individual environmental initiatives to broader approaches involving sustainable operations, organizational capability, and competitiveness (Floričič, 2020; Khalil et al., 2024; Yousaf et al., 2021). These include energy and water efficiency, waste reduction, responsible procurement, and environmental conservation (Sloan et al., 2009), which can strengthen competitiveness and organizational capabilities (Kuo et al., 2022), support innovation (Floričič, 2020), and shape guest satisfaction and loyalty (Moise et al., 2021; Dedat & Rodrigues, 2025). Sustainability is also influenced by changing customer expectations, stakeholder relationships, and workforce conditions (George, 2025; Dang & Nguyen, 2023). Employees play an important role in putting green policies into practice, with their behavior, job conditions, and capabilities affecting organizational performance (Khan et al., 2022; Phuong & Tran, 2020; Liu et al., 2021; Williamson et al., 2021). At the same

time, technologies such as intelligent energy management and storage systems can improve operational efficiency (Prakash et al., 2023), while changing destination conditions and disruptions require hospitality businesses to adapt and strengthen resilience (Chevrollier et al., 2025; Khan et al., 2021). Together, these factors show that sustainable resort management requires coordinated strategies that connect environmental responsibility with people, technology, customer needs, and long-term business performance.

Within the Philippine and Negros Oriental context, the need for sustainable resort management is particularly relevant because resort operations are closely connected to coastal environments, water resources, energy consumption, waste generation, and destination attractiveness. Previous research on hotel guests demonstrates that perceptions of environmentally friendly practices can shape how hospitality establishments are evaluated by customers, although the importance attached to particular practices may vary according to context and guest characteristics (Rawashdeh & Al-Ababneh, 2021; Moise et al., 2021). At the same time, sustainability in hospitality increasingly involves coordinated practices across multiple operational areas rather than reliance on a single environmental intervention (Khalil et al., 2024; Papallou et al., 2024). Comparative evidence from hotels and resorts further suggests that sustainability practices may differ across facilities and operational settings, highlighting the importance of examining how sustainability is implemented within specific destinations (Papallou et al., 2024). For resort communities such as those in Negros Oriental, this contextual dimension is significant because environmental conservation and tourism development must operate simultaneously within destination-specific ecological and socioeconomic conditions.

Despite the expanding literature on green hotels, sustainable hospitality operations, customer perceptions, and employee green behavior, an important contextual and empirical gap remains. Much of the existing evidence focuses on hotels, international hospitality markets, or specific dimensions of sustainability, while comparatively less attention is given to resort establishments in Philippine provincial destinations where environmental practices are assessed simultaneously from guest and employee perspectives. Existing studies also tend to examine sustainability through particular organizational, customer, or environmental dimensions rather than examining a broader set of institutional green practices encompassing energy management, waste management, water conservation, and environmental conservation. Moreover, emerging research emphasizes that sustainable performance may depend on organizational knowledge and capabilities, including green intellectual capital, rather than on individual environmental initiatives alone (Suengkamolpisut et al., 2026). This perspective strengthens the rationale for examining whether resort sustainability is associated primarily with institutional practices and organizational systems rather than with the demographic characteristics of individual stakeholders.

Accordingly, this study aimed to assess the sustainable green practices adopted by resort establishments in Negros Oriental, Philippines, focusing on energy management, waste management, water conservation, and environmental conservation. It examines the perceptions of 183 resort guests and 200 employees and determines whether selected demographic and contextual characteristics are significantly associated with their assessments of resort green practices. The study contributes localized empirical evidence to the sustainable hospitality literature by bringing together guest and employee perspectives within a single resort-industry context. Its findings may assist resort managers in identifying areas where existing practices can be strengthened, particularly through the integration of institutional strategies, employee participation, technological improvements, and customer-oriented sustainability initiatives. The study also provides a basis for future research on sustainable resort operations in Philippine destinations, while recognizing that its cross-sectional, descriptive-correlational design and geographically bounded sample limit causal interpretation and broader generalization.

METHODOLOGY

Design

This study employed a quantitative descriptive-correlational design to assess sustainable green practices in resort establishments in Negros Oriental, Philippines. The descriptive component determined the extent of green practices in energy management, waste management, water conservation, and environmental conservation, while the correlational component examined the relationships between respondents' socio-demographic characteristics and their perceptions of resort green practices. This design was appropriate because the study described existing practices and examined relationships among variables without manipulating them.

Sampling and Participants

The study involved guests and employees of qualified resort establishments in Negros Oriental. Simple random sampling was used to select 383 participants, consisting of 183 resort guests and 200 resort employees. The participants represented two key stakeholder groups whose perceptions were considered relevant to assessing sustainable green practices in resort operations.

Instrument and Collection

Data were collected using a structured survey questionnaire adapted from Moise et al. (2021) and modified to fit the context of resort establishments in Negros Oriental. The questionnaire included items on respondents' socio-demographic characteristics and their assessment of green practices in energy management, waste management, water conservation, and environmental conservation. A four-point Likert scale was used to measure the responses. Before the main survey, the instrument was pre-tested with 32 customers and obtained a Cronbach's alpha of .966, indicating excellent internal consistency. The validated questionnaire was then administered to the study participants.

Analysis

The data were analyzed using frequency, percentage, weighted mean, and standard deviation to summarize respondent characteristics and assess the extent of sustainable green practices. Spearman's rho was used to examine relationships

between socio-demographic characteristics and perceptions of green practices, while the chi-square test was used to determine associations between relevant categorical variables. These statistical procedures were selected based on the descriptive and correlational objectives of the study.

Ethical Considerations

Ethical principles were observed throughout the data-collection process. Participants were provided with a consent form explaining the voluntary nature of participation and their right to withdraw at any time without negative consequences. Confidentiality of the information provided by participants was also maintained throughout the study.

Limitations and Rigor

The study was limited to registered resort establishments in Negros Oriental and included only resort guests and employees. The sample consisted of 183 guests and 200 employees, and the findings were based on self-reported survey responses. These boundaries should be considered when interpreting the findings and their applicability to other resort destinations. Rigor was supported through the use of a structured questionnaire adapted from an established study and pre-tested for internal consistency, with a Cronbach's alpha of .966.

RESULTS AND DISCUSSION

The guest respondents were predominantly young, female, single, domestic, college educated, and traveling primarily for leisure. More than half were aged 18–27, while females and single respondents formed the largest groups. Most guests were domestic visitors, and nearly half were college graduates, with professionals representing the largest occupational category. Leisure was the dominant travel purpose, and a substantial proportion reported repeated visits to resorts. This profile indicates that the participating resorts primarily served a young and relatively educated leisure market. Understanding this customer profile is relevant to sustainability planning because travel motivations, customer characteristics, and expectations can shape how tourism establishments create and communicate value (Dang & Nguyen, 2023; George, 2025). The relatively high proportion of repeat visitors also suggests that guests have opportunities to observe resort practices across visits, making their perceptions relevant to evaluating the consistency of green initiatives. Educational background may likewise influence travel-related preferences and environmental awareness, although such relationships should be interpreted cautiously because the present study found no significant association between guest profile variables and green-practice expectations.

Table 1
Demographic Profile of Guest Respondents

Variable	Category/Range	Frequency	Percent (%)
Age	18–27	95	51.91
	28–37	43	23.50
	38–47	21	11.48
	48–57	16	8.74
	≥58	8	4.37
Sex	Female	101	55.19
	Male	82	44.81
Civil Status	Single	124	67.76
	Married	58	31.69
	Divorced	1	0.55
Address	Domestic	143	78.14
	International	40	21.86
Educational Attainment	High School Graduate	38	20.77
	College Undergraduate	53	28.96
	College Graduate	83	45.36
	Post Graduate	9	4.92
Occupation	Professional	75	40.98
	Clerical/Admin	11	6.01
	Service Workers	57	31.15
	Unemployed	40	21.86
Purpose of Trip	Leisure	151	82.51
	Business	15	8.20
	Education/Training	17	9.29
Length of Stay/Visits	Once	53	28.96
	Two Times	44	24.04
	Three Times	13	7.10
	Four Times	8	4.37
	Five Times or More	65	35.52

Note. n = 183.

The employee respondents were also largely young adults, with the largest age group between 28 and 37 years, followed by those aged 18–27. Females comprised the larger share of the workforce, while single employees represented more than half of the respondents. Educational attainment was distributed mainly among high school graduates, college undergraduates, and college graduates. Food and beverage, housekeeping, and front-office personnel constituted the largest occupational groups, placing many respondents in positions directly connected with daily resort operations and guest

services. Most employees were regular workers, although the largest length-of-service group had been employed for only one to three years. This composition highlights the importance of frontline employees in implementing sustainability practices because green policies ultimately depend on how organizational expectations are translated into routine work behavior. Khan et al. (2022) emphasized the importance of organizational conditions in shaping employee green behavior, while Williamson et al. (2021) highlighted the need for hospitality workers to develop capabilities aligned with changing industry requirements. The employee profile therefore provides an important organizational context for interpreting the subsequent findings on resort green practices.

Table 2
Demographic Profile of Employee Respondents

Variable	Category/Range	Frequency	Percent (%)
Age	18–27	68	34.00
	28–37	83	41.50
	38–47	31	15.50
	48–57	14	7.00
	≥58	4	2.00
Sex	Female	123	64.15
	Male	77	35.85
Civil Status	Single	111	55.50
	Married	85	42.50
	Others	4	2.00
Educational Attainment	High School Graduate	69	34.50
	College Undergraduate	59	29.50
	College Graduate	64	32.00
	Vocational/Diploma	7	3.50
	Elementary Graduate	1	0.50
Job Position	Food & Beverages	68	34.00
	Housekeeping	48	24.00
	Front Office	42	21.00
	Management	20	10.00
	Security & Maintenance	17	8.50
	Resort Divers	5	2.50
Employment Status	Regular	164	82.00
	Time Commitment	20	10.00
	Contract Type	16	8.00
Length of Service	Below 1 year	43	21.50
	1–3 years	89	44.50
	4–6 years	33	16.50
	7–9 years	20	10.00
	Above 9 years	15	7.50

Note. n = 200.

Guests generally perceived the green practices of resorts positively across all four dimensions. Environmental conservation received the highest overall assessment, followed by waste management, energy management, and water conservation. This pattern suggests that guests more readily recognized visible environmental initiatives and routine conservation practices than technically intensive systems. The finding is consistent with research showing that guests consider environmentally responsible practices important in evaluating hospitality establishments (Moise et al., 2021; Rawashdeh & Al-Ababneh, 2021). It also supports the broader view that sustainability can influence guest perceptions and loyalty when environmental practices are visible and incorporated into the overall hospitality experience (Dedat & Rodrigues, 2025). Energy management received a strong assessment, particularly for environmental signage, energy-saving appliances, LED lighting, and occupant-controlled lighting. However, solar energy generation, centralized HVAC systems, and sensor-controlled lighting received comparatively lower ratings. This pattern suggests that resorts have established relatively simple and visible energy-saving practices but have more room to expand technologically intensive measures. Such a distinction is important because proactive environmental strategies increasingly involve technological innovation and organizational capabilities rather than basic conservation alone (Kuo et al., 2022).

Waste management was also strongly perceived, particularly the use of biodegradable or reusable utensils, washable products, waste audits, recycling, and composting. These practices indicate that waste reduction has become a visible component of resort operations. The finding is consistent with the importance of systematic waste management in hospitality establishments, where reducing material consumption and improving waste-handling practices can contribute to more sustainable operations (Filimonau, 2021). The relatively lower assessment of battery and lightbulb collection suggests that specialized waste streams may require further attention.

Water conservation was positively assessed, especially for water-efficient fixtures, energy-efficient hot-water systems, water-use monitoring, and low-flow systems. However, rainwater collection and rainwater-based irrigation received lower assessments. This difference indicates that conventional water-saving measures may be more established than infrastructure-intensive conservation systems. The result supports the need for resorts to move from basic resource-saving practices toward broader and more integrated sustainability systems.

Environmental conservation received the strongest guest assessment. Guests particularly recognized access to daylight, environmentally friendly cleaning practices, green landscaping, and natural-resource conservation. This finding is particularly relevant to resort destinations because environmental quality is closely connected to the attractiveness of the tourism setting. Papallou et al. (2024) similarly emphasized the importance of examining sustainability across different hotel and resort facilities, while Khalil et al. (2024) highlighted the need for coordinated green practices across hotel operations. Overall, the guest responses indicate strong recognition of existing sustainability efforts while also pointing to opportunities for greater investment in advanced energy and water technologies.

Table 3
Perceptions of Guest Respondents Regarding the Green Practices Adopted by Resorts

Green-Practice Dimension	Mean	SD	Interpretation
Energy Management	3.27	0.74	Strongly Agree
Waste Management	3.43	0.70	Strongly Agree
Water Conservation	3.31	0.75	Strongly Agree
Environmental Conservation	3.47	0.65	Strongly Agree

Note. n = 183. Verbal description: 3.25–4.00 = Strongly Agree; 2.50–3.24 = Agree; 1.75–2.49 = Disagree; 1.00–1.74 = Strongly Disagree.

Employees also expressed strong agreement with the green practices implemented by resorts. Environmental conservation and waste management received the highest assessments, while energy management and water conservation remained positively rated but showed comparatively greater room for improvement. Because employees are directly involved in daily operations, their responses provide an operational perspective that complements guest perceptions. This is important because employee green behavior is influenced by organizational policies, management practices, and workplace conditions (Khan et al., 2022). Energy management was positively assessed, particularly for environmental signage, energy-saving appliances, LED lighting, and occupant-controlled lighting. In contrast, solar energy generation, centralized HVAC systems, and sensor-controlled lighting received lower ratings. The pattern suggests that employees recognize existing conservation measures but also identify a need for more advanced energy-management technologies. This observation is consistent with the growing role of intelligent energy systems in improving operational efficiency and resource management (Prakash et al., 2023).

Waste management received the strongest employee assessment among the operational dimensions. Recycling and composting, waste audits, storage for recyclable materials, reuse, and biodegradable products were positively evaluated. These practices indicate that waste management may be more embedded in routine resort operations than technologically intensive environmental interventions. The finding is consistent with Filimonau (2021), who emphasized the continuing importance of systematic waste management in hospitality operations. Water conservation was also strongly assessed, particularly water-efficient fixtures, energy-efficient hot-water systems, water-use monitoring, and low-flow systems. The lower assessments for rainwater collection and irrigation again point to an infrastructure gap between basic conservation and more advanced water-management systems. This pattern suggests that resorts may benefit from gradually expanding existing conservation measures into more comprehensive resource-management systems.

Environmental conservation received the highest employee assessment. Employees strongly recognized natural-resource conservation, environmentally friendly cleaning practices, natural ventilation, green landscaping, and related conservation initiatives. Such findings reinforce the importance of integrating environmental responsibility into routine resort operations rather than treating it as a separate activity. Sustainable hospitality research similarly emphasizes coordinated practices involving environmental management, organizational systems, and stakeholder participation (Khalil et al., 2024; Yousaf et al., 2021).

Table 4
Perceptions of Employee Respondents Regarding the Green Practices Adopted by Resorts

Green-Practice Dimension	Mean	SD	Interpretation
Energy Management	3.30	0.77	Strongly Agree
Waste Management	3.46	0.68	Strongly Agree
Water Conservation	3.29	0.72	Strongly Agree
Environmental Conservation	3.49	0.64	Strongly Agree

Note. n = 200. Verbal description: 3.25–4.00 = Strongly Agree; 2.50–3.24 = Agree; 1.75–2.49 = Disagree; 1.00–1.74 = Strongly Disagree.

The two stakeholder groups showed a broadly consistent pattern in their assessment of resort green practices. Both guests and employees gave strong assessments across all four dimensions, with environmental conservation and waste management receiving particularly favorable evaluations. The similarity between the two groups suggests that sustainability practices are sufficiently visible to guests while also being recognized by employees involved in resort operations. This alignment is relevant because sustainable hospitality depends on coordination among different stakeholders rather than on isolated organizational initiatives (Khalil et al., 2024).

The most notable difference concerned the relative assessment of energy and water practices. Both groups identified lower-rated items involving solar energy, rainwater collection, irrigation, centralized systems, and sensor-based technologies. These results point to a common area for improvement: resorts appear to have established basic or visible green practices but have less extensive adoption of capital-intensive technologies. Such a pattern is consistent with the broader emphasis on proactive environmental strategies, eco-innovation, and green organizational capability in hospitality (Kuo et al., 2022). The results also suggest that future sustainability planning should not focus only on maintaining existing practices but should consider gradual investment in technologies that improve resource efficiency.

Table 5
Comparison of Guest and Employee Perceptions of Resort Green Practices

Green-Practice Dimension	Guests M	Employees M
Energy Management	3.27	3.30
Waste Management	3.43	3.46
Water Conservation	3.31	3.29
Environmental Conservation	3.47	3.49

Note. Guests n = 183; employees n = 200.

The analysis showed no statistically significant relationship between any of the examined guest characteristics and expectations toward resort green practices. Age, sex, civil status, address, educational attainment, occupation, purpose of trip, and duration of stay were all non-significant at the 0.05 level. The finding indicates that expectations for resort sustainability were not concentrated within a particular demographic or travel group in this sample. Rather than suggesting that all guests necessarily have identical motivations, the result indicates that the measured demographic characteristics did not explain meaningful variation in their expectations.

This finding is consistent with the broader hospitality literature showing that sustainability can contribute to positive guest evaluations across customer groups (Dedat & Rodrigues, 2025). It also supports the view that green practices have become part of the broader value proposition of hospitality establishments rather than a concern limited to a particular demographic segment. For resort managers, the practical implication is that sustainability initiatives should be communicated and implemented across the guest experience rather than targeted exclusively at selected demographic groups.

Table 6
Relationship Between Guest Profile and Expectations Toward Resort Green Practices

Guest Profile	Test Statistic	p	Remark
Age	rs = 0.075	0.315	Not Significant
Sex	$\chi^2 = 0.518$	0.472	Not Significant
Civil Status	$\chi^2 = 0.767$	0.681	Not Significant
Address	$\chi^2 = 0.391$	0.532	Not Significant
Highest Educational Attainment	rs = 0.049	0.511	Not Significant
Occupation	$\chi^2 = 0.702$	0.873	Not Significant
Purpose of Trip	$\chi^2 = 2.111$	0.348	Not Significant
Duration of Stay	rs = 0.004	0.954	Not Significant

Note. Spearman's rho (rs) and chi-square (χ^2) tests were evaluated at the 0.05 level of significance; n = 183.

The findings likewise showed no statistically significant relationship between employee characteristics and the level of resort green practices. Age, gender, civil status, educational attainment, job position, employment status, and length of service were all non-significant at the 0.05 level. This result suggests that variation in employees' personal and organizational profiles did not explain differences in the reported level of resort green practices within the study sample.

The finding supports an institutional interpretation of sustainability implementation. Rather than depending primarily on the characteristics of individual employees, green practices may be embedded in organizational policies, management expectations, operating procedures, and resource allocation. This interpretation is consistent with Khan et al. (2022), who identified organizational factors as important antecedents of employee green behavior. It also aligns with the broader literature emphasizing institutional strategies and organizational capabilities in sustainable hospitality operations (Ahmed et al., 2021; Khalil et al., 2024). The implication is that resort management should focus on strengthening systems, policies, training, and operational standards that enable employees across positions and backgrounds to participate consistently in sustainability practices.

Table 7
Relationship Between Employee and Organizational Profile and the Level of Resort Green Practices

Employee/Organizational Profile	Test Statistic	p	Remark
Age	rs = 0.088	0.216	Not Significant
Gender	$\chi^2 = 0.518$	0.472	Not Significant
Civil Status	$\chi^2 = 0.767$	0.681	Not Significant
Highest Educational Attainment	rs = 0.042	0.558	Not Significant
Job Position	$\chi^2 = 0.702$	0.873	Not Significant
Employment Status	$\chi^2 = 2.111$	0.348	Not Significant
Length of Service	rs = 0.092	0.195	Not Significant

Note. Spearman's rho (rs) and chi-square (χ^2) tests were evaluated at the 0.05 level of significance; n = 200.

Conclusion and Recommendations

The study concluded that resort establishments in Negros Oriental demonstrated strong implementation of sustainable green practices across energy management, waste management, water conservation, and environmental conservation. Both guests and employees reported positive perceptions of these practices, with environmental conservation and waste management receiving the strongest assessments. The findings indicated that sustainability had become an observable part of resort operations, particularly through practices that were visible in daily activities and experienced by guests and employees. However, comparatively lower assessments of solar energy systems, rainwater collection, irrigation practices,

and other technology-intensive measures indicated areas where resource efficiency and environmental management could be further strengthened. The study also found that the examined socio-demographic and organizational characteristics were not significantly associated with perceptions of resort green practices. This suggested that the implementation of sustainability practices was more closely associated with institutional policies, operational procedures, management practices, and organizational systems than with the personal characteristics of guests or employees. Overall, the findings supported an institutional approach to sustainable resort management in which environmental responsibility was integrated into routine operations while technological capability, employee participation, and resource-management systems were progressively strengthened.

Resort management should maintain the green practices that were already strongly implemented while prioritizing areas that received comparatively lower assessments. Greater attention should be given to renewable energy systems, sensor-based energy controls, rainwater collection, water-efficient irrigation, and specialized waste-management systems. Resorts should also strengthen employee involvement through regular sustainability orientations and workplace practices that reinforce environmental responsibilities across departments. These initiatives should be incorporated into routine operational planning so that sustainability can be maintained as a continuous organizational practice rather than as a collection of isolated activities. Future sustainability efforts should include systematic monitoring of energy, water, and waste consumption to identify areas for improvement and assess the effectiveness of implemented initiatives. Resort managers should use guest and employee feedback as part of periodic sustainability assessments, while future researchers should examine additional organizational, operational, and contextual factors not covered by the present study. Further research should consider other resort destinations, larger samples, longitudinal designs, and qualitative approaches to provide additional evidence on how institutional strategies influence the long-term implementation and effectiveness of sustainable green practices in the hospitality industry.

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